

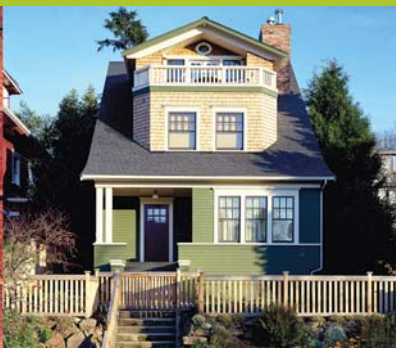
# Green Building Program Five Year Strategic Plan

May 2006



**King County**

Department of  
Natural Resources and Parks



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## **MISSION STATEMENT**

THE MISSION OF THE GREEN BUILDING PROGRAM IS TO WORK TOWARD A MODEL SUSTAINABLE COMMUNITY WHERE BOTH THE PUBLIC AND PRIVATE SECTORS SEEK TO BALANCE DEVELOPMENT AND NATURAL RESOURCE PROTECTION IN THE BUILT ENVIRONMENT.

## **EXECUTIVE SUMMARY**

The green building program developed this strategic plan through an all day retreat and subsequent meetings conducted from February to April 2006. The goals developed during the planning process may be grouped into three primary objectives:

- Green building institutionalized;
- Livable communities; and,
- Zero Waste of Resources (ZWR)/ Increased construction demolition and land clearing (CDL) recycling.

The primary goals that were adopted under these categories include the following:

- 'Green Standards' are the norm in all buildings and development in King County.
- Consumers have driven the market so that green building is mainstream practice and green products are readily available in the marketplace.
- Communities have minimal impact on natural environment and maximize resource efficiency.
- Environmental justice and social equity considerations are integrated into all building and development
- Increase the diversion of construction, demolition and land clearing debris from disposal.
- Buildings are designed, constructed and used to maximize material life cycle efficiencies.

Strategies were developed under each of the goals and prioritized. The strategies consist of short term (one to two year), medium term (three to Four year), and long term (five years and beyond) approaches, based on corresponding priority ratings of high, medium and low. Action plans were then developed for each of the high priority strategies. The action plans are similar to work plans and include staffing responsibilities, schedules and metrics. The following page summarizes the goals and high priority strategies developed in the planning process.

The team will meet annually to review progress on the action plans and to update the strategic plan. Medium and low priority strategies will be added to the action plans as the short term strategies are completed. At the end of five years the goals and strategies will be reassessed and another five year plan will be established.

### Green Building Program Goals and High Priority Strategies<sup>a</sup>

Category	Green Building Institutionalized		Livable Communities		ZWR/CDL
<b>Goal Statement</b>	<b>'Green Standards' are the norm in all buildings and development in King County.</b>	<b>Consumers have driven the green building market so that GB and GB material availability are the norm.</b>	<b>Communities have minimal impact on natural environment and maximize resource efficiency.</b>	<b>Provide equity in green building opportunities.</b>	<b>Increase CDL diversion rate.</b>
<b>Strategies</b>	<b>Coordinate countywide green building team and associated technical assistance</b>	<b>Educational Programs</b>	<b>Assist DDES projects with green building and low impact development</b>	<b>Educate affordable housing developers about benefits of GB and assist implementation.</b>	<b>Promote building practices that conserve materials</b>
	<b>Countywide technical and financial resources for green building- Internal and External</b>	<b>Educate affordable housing developers about benefits of GB and assist implementation</b>	<b>LEED &amp; BG Incentives</b>	<b>Assist affordable housing/ community facilities in obtaining financial and technical resources.</b>	<b>Provide methods to maximize value in collection and processing</b>
	<b>County wide technical and financial resource for green building - Cities</b>		<b>Support BG Checklist Revisions to promote reduced site impacts/ footprint</b>		<b>Develop public policy that further promotes/ requires CDL recycling</b>
	<b>Identify code barriers to green building; Work with regulatory agencies to make code changes that support green building</b>				<b>Evaluate effectiveness of existing contract</b>
					<b>Reduce transfer station handling of CDL as MSW</b>

a – High priority strategies are those that will be worked on during the next two years and beyond as needed.

## **GREEN BUILDING TEAM STRUCTURE**

The Green Building Team consists of a multidisciplinary group of professionals. The range of assignments and areas of specialization support a matrix organization and management style. As such, the team operates somewhat as a self-directed work program. Overall goals, strategies and outcomes are developed using a consensus approach. Individual work plans that support these program objectives are then developed by each team member and approved by the supervisor and manager. An organizational chart is presented on the following page.

### **Management Roles and Responsibilities**

**Division/Department (Theresa Jennings, Bob Burns):** Provide strategic direction and approval of overall budget, staffing etc.

**Section (Jeff Gaisford):** Provides oversight of Team activities in the context of Section goals. Mediates or makes decisions when situations arise that cannot be resolved by unit supervisor or team members. Provides leadership to supervisor.

**Supervisor (Jim Neely):** Overall team leader. Establishes project, work program and budget priorities with team. Develops clear expectations and goals for each team member. Acts as communication link between staff and the manager. Approves individual work plans and budgets.

**Team Coordinator (Beth Humphreys):** Chairs the biweekly team meetings and manages the consultant contract. Coordinates development of the annual budget and annual report. Directs general program inquiries to the appropriate team member.

**Team Members** work via consensus to develop goals, strategies and outcomes. They develop and implement individual work programs on-time and within budget, and obtain agreement with supervisor and manager on work program and priorities. Each team member has shared or individual responsibilities for primary program elements, as follows:

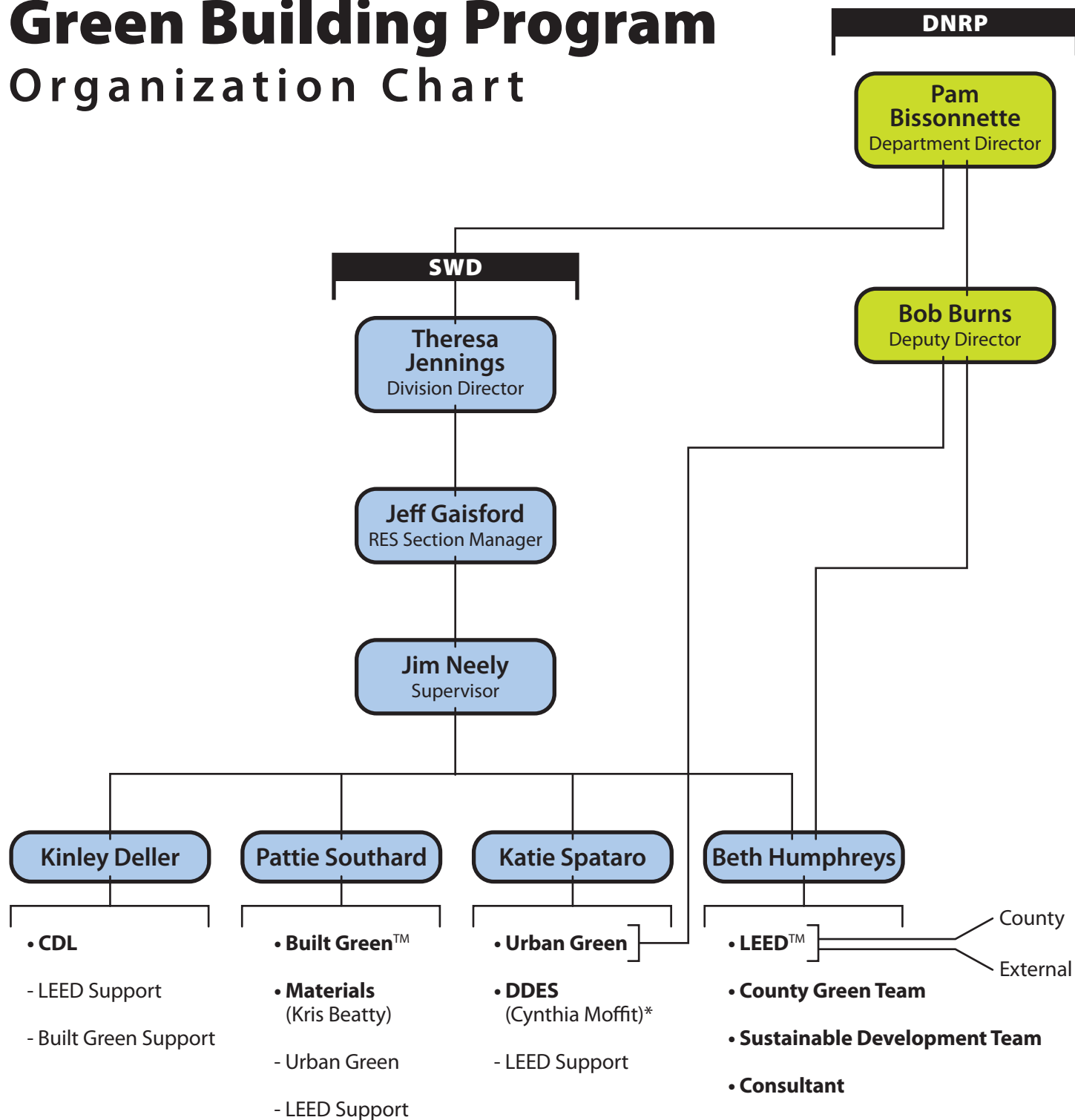
**Beth Humphreys:** Internal (County) green building; green building LEED assistance to cities.

**Katie Spataro:** Unincorporated King County green building assistance; Urban Green representative

**Kinley Deller:** construction, demolition and land clearing (CDL) waste reduction.

**Patti Southard:** Residential green building; green building materials; program communications/outreach and marketing

# Green Building Program Organization Chart



\* Employee from outside of King County Solid Waste Division

**Team Support (Cynthia Moffitt, Kris Beatty, EPP):** These are employees from other units or departments that share in green building efforts. They may attend the team meetings as ex-officio members. They also may be invited to provide technical assistance in developing team goals, strategies and outcomes, and may assist team members in implementing various program elements.

## PLANNING PROCESS

An all day planning retreat was held on January 31, 2006. David Sarju of Sarju Consulting acted as the facilitator and directed the retreat. As an initial step in the process, the team identified the hopes and fears regarding the future of the green building program. This exercise helped to identify opportunities for advancement and challenges to be addressed. A list of the hopes and fears is included at the end of this section.

The team was then asked to think into the future (without time boundary) and create their ideal visions of the state of green building within King County. Post-it notes were used to record individual forecasts or **Ideas** of their visions. The notes were then collected and based on the subject matter were classified into six **Categories**: Green Building Institutionalized; Zero Waste of Resources/CDL; Livable Communities; Effective Partnerships; Resource Habitat/Conservation and, King County as a Green Building Leader.

For implementation purposes, the categories were further classified as either Objectives, Tools or Outcomes, as follows:

**Objectives:**

Green Building Institutionalized

Livable Communities

Zero Waste of Resources (ZWR)/ Construction Demolition and Land Clearing (CDL)

**Tools:**

Effective Partnerships

**Outcomes:**

King County as Leader

Resource Habitat / Conservation

During the rest of the session and in subsequent meetings, the three **Objectives** were the focus of the strategic planning process. **Goal Statements** were developed for each objective by analyzing the themes of the initial post-it notes. Implementation **Strategies** and **Metrics** were then developed, as were **Action Plans** for implementing the strategies.

The planning process is outlined below:

- Ideas
  - Categories-- based on grouping of Ideas
    - Themes -- based on subgrouping of Ideas (within Categories only)
      - Objectives
      - Goal Statements
        - Strategies
          - Metrics
            - Action Plans

The **Themes** and the underlying **(overlying?)Ideas** are presented below and are grouped according to the **Categories** listed above.

### **A. Green Building becomes institutionalized**

#### Theme 1: Infrastructure, Policy Regulation:

Infrastructure in King County incorporates green practices all the time  
Integrated design is conventional practice  
County and City regulations support our sustainable development vision  
We have policies and incentives that make decisions about building and development inherently address ecological, economical, and social values.

#### Theme 2: Costs:

It costs less to build green  
Operational and maintenance costs of a building are considered up front as well as the construction costs.  
There is no longer a debate on how much more LEED costs a project – LEED Gold certification is now the standard!

#### Theme 3: Institutionalization:

All public buildings are green.  
We create healthy King County Department Buildings  
Schools are great places for kids to learn  
Buildings are comfortable!  
We build 80% of buildings to LEED standards or equivalent  
We build buildings that run on solar  
All Commercial buildings LEED certified  
Architects regularly spec reclaimed / salvaged building materials in new projects  
Sustainable design and development are the norm for designers, architects and builders.  
Developer fined \$2 million for not building to Green Building Standards  
We have embraced green development  
We build only green buildings in the King County rural area

#### Theme 4: Consumer Demand:

Consumers demand their homes and work places be sustainable built and operated  
Consumers do not have to choose between green building and non green buildings  
Green Building products are commonly available at Home Depot and Lowe's, etc.



**Objective B. Livable Communities**

Theme 1: Equity:

Low income families live in green building  
Communities are great places to be  
Ecological and social considerations are an integral part of every development project

Theme 2: Community Characteristics:

There is a lot of vegetation – the initial impression is green! (Truly an emerald city / county!)

Buildings are a part of the landscape, not dominating it.

Preservation of rural land

We don't need our car to get around – we can walk or take alternative transportation

Neighborhoods contain features that reduce car and travel needs (bike paths / stores etc.)

The buildings we live and work in are healthy, inspiring, informative, and resource efficient.

**Objective C: ZWR/CDL**

We have CDL contracts that require high recycling levels  
King County has a mill for sustainable wood resources  
95% of CDL debris recycled, or 15% SWD funding coming from unclaimed CDL recycling deposits  
Wood is recycled into new value added products, not burned for fuel  
We are recycling 80% of all construction waste  
Rail yards no longer allowed to accept CDL debris

**Tool A: Effective Partnerships**

We have helped the cities become "Green Building Leaders" in their own right  
We work collaboratively to get things done  
FMD is a knowledgeable leader of King County's Green Team; we are an avid supporter  
SWD Green Building Program focus on research/consultation for highly functioning department programs

**Outcome A: King County Leader**

Green program is one of the top 10 priorities for Executive Sims  
We continue to challenge ourselves and improve our programs  
We have a recognized "branded" program  
We provide valuable information and tools to the public  
We gain national recognition for our leadership  
King County is a demonstrated leader in green building  
We are an example to the rest of the country  
King County green building department dissolved – All construction projects now following green Practices  
Green building team is lauded as being highly efficient and effective at providing services  
We build platinum LEED  
"King County is the leader in sustainable building"  
Everything built or planned in last five years is green  
King County is a model for the country with sustainable community developments  
We are a trusted source to homeowners  
Our work has no party lines

**Outcome B: Resource Habitat / Conservation**

Our streams, rivers and lakes are the highest environmental quality  
Natural yard care predominates  
All development was LID  
Forests are all sustainable harvested  
We proactively help to return salmon habitat  
We have cleaner water

Salmon are no longer in danger – they have returned to their native streams  
King County / partners successful in broadening green building scope to more  
heavily weigh overall environmental sustainability  
We have measurable results in resource conservation

## **HOPES/FEARS**

The team conducted an exercise on their hopes and fears regarding the future of the green building program. These are listed below:

### **Hopes!**

Enjoyment  
Brand  
Gain National Recognition  
Direct Impact on Citizens  
Build more green buildings  
Become more native  
A clear vision  
To be a trusted resource  
Out of Business  
Flexibility & coordination  
Address positive add value  
More green permitted projects  
Share accomplishments with team members  
Continue to create open dialogue  
Build Momentum  
Self Sustaining  
Success  
King County Resources to carry out plan  
Trust Colleagues  
Clarity of roles  
Collaboration as with other departments  
Positive relationships in other departments  
King County departments will share our vision  
Top of Executive's List – Performance Measures  
We become more advisors less doers  
Expand scope of Green Building to broader sustainability  
Regularly check progress on vision

### **Fears!**

Putting out fires / fixing  
Build more momentum than we can sustain  
Not looking far enough ahead – short sighted  
“Daily stuff” will impair vision  
Supporting development versus Environmental stewardship  
Can't change King County  
Personal conflicts will get in the way  
Personal style / interests will dilute effectiveness

## GOAL STATEMENTS

The next step of the planning process involved development of goal statements for each of the themes listed under the three primary categories:

- Green Building Institutionalized
  - Infrastructure, Policy, Regulations: ***“Green Standards” are the norm in all buildings and development in King County.*** (“Green Standards” is defined as healthy for the planet and people, resource and energy efficient, comfortable, cost effective, and durable).
  - Consumer Demand: ***“Consumers have driven the green building market so that green building and green building material availability are the norm.”***
- Livable Communities
  - Community Characteristics: ***“Communities have minimal impact on natural environment and maximize resource efficiency.”***
  - Equity: ***“Environmental justice and social equity considerations are integrated into all building and Development.”***
- ZWR/CDL
  - CDL Reduction/Recycling: ***“Increase the CDL diversion rate.”***
  - Resource Efficiency: ***“Buildings are designed, constructed and used to maximize material life cycle efficiencies.”***

## STRATEGIES AND PRIORITIZATION

Next, the team developed a list of strategies for addressing each goal and associated metrics for measuring success. The strategies were prioritized in terms of when they would be worked on by the program efforts, as follows:

- Low = 5 year timeframe or beyond
- Medium = 3 to 4 year timeframe
- High = 1 to 2 year timeframe
- 

**Note:** the prioritization schedule indicates when the selected strategy will be incorporated into work plans by the program during the five year planning timeframe. It does not necessarily mean that each strategy will be completed within the selected timeframe. For example, some of the high priority strategies will require continued work efforts beyond the initial two year time frame.

**‘Green Standards’ are the norm in all buildings and development in King County.**

Strategies	Priority
County wide technical and financial resource for green building; Includes county green team, private buildings, and suburban cities.	H
Identify code barriers to green building: Work with regulatory agencies to make code changes that support green building	H
Support City adoption of green building policies/programs	M
Maintain mutually beneficial partnerships	H
Promote education of green building practices in higher education and professionals	L
Expand Partnerships	M

**Consumers have driven the green building market so that green building and green building material availability are the norm.**

Strategies	Priority
Work w/retailers to promote GB products- AP Item: Pick a product and promote it	H <sup>a</sup>
Green certification program for subcontractors	M
Educational programs	H

*a- Being conducted as part of Ecodeals program*

**Communities have minimal impact on natural environment and maximize resource efficiency**

Strategies	Priority
Assist demonstration project for LID	H
Support changes to King County Comprehensive Plan	L
Update KC/Sub Cities codes/model ordinances	H
Educate developers, cities, public	H
LEED & Built Green Incentives	H
GB checklist revisions to promote reducing impacts	H

**Environmental justice and social equity considerations are integrated into all building and Development.**

Strategies	Priority
Educate affordable housing developers about the benefits of green building and assist implementation.	H
Partner with Brownfields programs on housing – related redevelopments to incorporate green building.	H <sup>a</sup>
Educate ‘moderate income’ homeowners and landlords on benefits of green building products/practices.	M
Assist affordable housing/community facilities in obtaining financial and technical resources.	H

a- Currently no suitable projects for collaboration

**Increase the CDL diversion rate.**

Strategies	Priority
Leverage existing contract (Pam B)	H
Promote building practices that conserve materials	H
Develop markets and recycling infrastructure (Kris, Josh)	M
Promote methods to maximize value in collection and processing, value = economic and environment (highest use)	H
Develop public policy that promotes/requires CDL recycling	H
Develop programs to reduce transfer station handling of CDL	H

**Buildings are designed, constructed and used to maximize material life cycle efficiencies.**

Strategies	Priority
Drive consumer demand for durability, biodegradable and closed loop products	L
Promote utilization of salvaged and refurbished material in buildings	H
Promote existing buildings being reused to maximum potential	L
Promote ZWR concept in construction (incorporate into site development)- combine w/ above	H

## **NEAR TERM (TWO YEAR) ACTION PLANS**

The final step of the planning process was to develop Action Plans that detail the work plan in implanting the high priority (one to two year) strategies. These are presented in the following pages. The Action Plans include the responsible person(s), schedule for completion, and metrics of success.

## **FOLLOW UP ACTIVITIES**

The team will meet annually to review progress on the action plans. During the third year the medium priority strategies will be added to the action plans, as the one to two year strategies are completed. At the end of five years the goals and strategies will be reassessed and another five year plan will be established.

## ACTION PLANS

### Goal 1: Green Standards are the “norm” in building and development in King County

#### Strategy 1A: Coordinate countywide green building team and associated technical assistance

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
• Annual Report: coordinate the collection of county-wide green building and infrastructure projects and write annual report	Q2 –Q3 2006 Q1 – Q2 2007	660 hours/year (0.4 FTE)	BH, with assistance from Green Team members	Attendance at meetings; number of assists; number of LEED AP; number of LEED bldgs./projects
• Plan and coordinate quarterly team meetings	On-going		BH	
• Develop policies and procedures to help project managers implement green building ordinance (i.e. Life Cycle Cost Analysis guide, boilerplate for contracts and specs).	Q3 – Q4 2006		BH, with assistance from Green Team members	
• Plan Green Building Summit	Q3 –Q1 2007		BH, with assistance from Green Team members	
• Coordinate with other green efforts in the county (i.e. development of energy plan and climate plan)	On-going		BH – lead Others as needed	
• Work with consultant to develop tools for project managers that help them to incorporate LEED strategies (i.e. case studies, information on new technologies, webpages, review of LEED supplement and other on-line project management tools, “quick sheets”)	On-going		BH, with assistance from Green Team members	
• Work with consultants to develop trainings for project managers to implement LEED strategies. Explore possibility of developing a “Green University” series that would educate project managers about fundamental green strategies.	Q3 – Q4		BH – with assistance from Green Team members	



**Strategy 1B: Countywide technical and financial resources for green building- Internal and External**

<b>ACTION STEPS</b>	<b>TIME FRAME</b>	<b>ESTIMATED RESOURCES</b>	<b>PERSON (S) RESPONSIBLE</b>	<b>METHODS OF EVALUATION</b>
1. Green Specs- Develop online resource	Q3-Q4 2006	Part of Urban Green FTE (see below)	KS (through Urban Green library)	Number of hits/utilization
2. Develop and implement GB Grant Program (includes Livable Community incentives)	Develop Q2-Q3 2006; Implement Q4 2006	160 hours (includes grant program development, advertising, reviewing proposals, and awarding grants)	KS	# of grants awarded, dollar volume of grants, environmental performance of grant projects
3. Provide technical assistance to GB community via Urban Green.	Q2 2006 – Q4 2007	Ongoing- 0.4 FTE; 730 hours per year	KS	# of assists; # of 'green' buildings.
4. Create brand recognition of KC GB program. Includes branding exercise, print collateral.	Q2 2006- Q1 2007	100 hours	PS	Brochure; Increased requests, media
5. Upgrade GB web pages	Q2 2006- Q1 2007	80 hours	BH (Team)	Web hits

**Goal 1: Green Standards are the “norm” in building and development in King County**

**Strategy 1C : County wide technical and financial resource for green building - Cities**

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
1. Meet with <i>Central Puget Sound Sustainable Development Roundtable/others</i> ; determine needs <i>for assistance in Green Building</i> .	Ongoing; Assessment by Q3	60 hours/yr 8 hours 8 hours	CM PS BH	Meetings/ contacts made
2. Develop ‘Tool Kit’ package of services and model <i>land use and building codes</i> ; solid waste comp plan language	Q4 2006 to Q1 2007	100 hours 40 hours	PS CM	Content, appeal of piece
3. Develop solid waste comp plan language	Q4 2006	16 hours 16 hours	CM BH	Deadline; Review
4. Present to cities as part of comp plan	Q4 2006 to Q1 2007	16 hours 10 hours	PS BH	Number of events; feedback
5. Present APA Brownbag, KC Pub Works Assn.; others?	Q4 2006 to Q1 2007	12 hours	PS	Number of events; feedback
6. Select at least <i>5 jurisdictions (from suburban or rural cities or Bellevue)</i> for further outreach and recruit projects for technical assistance; provide assistance to city <i>staff</i>	Q2 2006 to Q4 2007	BH- 2006- 130 hours; 2007- 165 hours (0.1 FTE) PS- 2006- 60 hours; 2007- 80 hours	BH- commercial PS- residential	# of cities provided outreach # of projects assisted # of ‘green’ bldgs.

**Goal 1: Green Standards are the “norm” in building and development in King County**

**Strategy 2: Identify code barriers to green building; Work with regulatory agencies to make code changes that support green building**

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
1. Provide recommendations on LID Ordinance	Q4 2006	16 hours	CM	<i># of provisions Adopted via Ordinance</i>
2. Update density code with residential energy efficiency credit	2006-07	2006-40 hrs; 2007-30 hrs.	KS	Adopt changes
3. Public Health- Participate with PH on updates to plumbing code (e.g., waterless urinals).	2006-07	2006-40 hrs; 2007-30 hrs.	KS	Adopt changes
4. Roads- Work with Roads/Green Team to promote adoption of ‘green’ roads code (strategies from Palidino)	2006-07	Part of Green Team FTE	BH	Pilot project by 2007

**Goal 2: Consumers have driven the green building market so that GB and GB material availability are the norm**

**Strategy 1: Educational Programs**

<b>ACTION STEPS</b>	<b>TIME FRAME</b>	<b>ESTIMATED RESOURCES</b>	<b>PERSON (S) RESPONSIBLE</b>	<b>METHODS OF EVALUATION</b>
1. Provide Green Building education, in cooperation with the Rural Stewardship Program, to residents in the Rural Area Includes development of outreach materials, presentations, and direct technical assistance	2006	70 hrs 20 hrs	KS CM	# of Rural residents contacted; # of rural stewardship participants utilizing green building techniques, # green projects permitted at DDES
2. Ecodeals- Marketing strategy includes focus on GB products.	2006-7	Included under EcoDeals FTE (0.15)	PS	Number of adds/promotions
3. Capitalize on existing RES programs- WMB handouts, new homeowners, natural yard care, etc.	Q2 2006	8 hours	KS	Number of outreach efforts/ # of handouts
4. Green Schools- develop strategy and provide resources (e.g., handouts) to incorporate GB education w/ Dale	Q2 2006	8 hours (more if program needed)	KD	Number of outreach efforts/ # of handouts
5. Incorporate messages through Urban Green programming	Ongoing	Included under UG FTE (see Goal 1, Strategy 1B)	KS	Number of education programs, number of participants
6. Incorporate messages through Built Green	Ongoing	Part of Built Green FTE (0.25 FTE = 455 hrs/yr)	PS	Same
7. Remodel Guides: reprinting, distributing and coordinating with cities	Ongoing	80 hours per year	KS	# of guides printed & distributed

**Goal 3: Effective Partnerships**

**Strategy 1: Maintain mutually beneficial partnerships**

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
1. Develop a matrix list of partners, resources provided, and benefits/objectives	Q2	4 hours	JN	Matrix
2. Assess and reevaluate partnerships and support; add/subtract partners	Q4	4-8 hours	Team	Evaluation completed; actions taken

**Goal 4: Communities have minimal impact on natural environment and maximize resource efficiency.**

**Strategy 1: Assist DDES projects with green building and low impact development**

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
Provide direct technical assistance to the DDES demonstration projects and other residential and commercial green projects in King County	Ongoing	KS- 0.1 FTE/yr (180 hours) CM- 0.1 FTE/yr	KS & CM in coordination with Steve Foley and other DDES staff	# of individuals or projects assisted

**Strategy 2: LEED & BG Incentives**

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
Develop and implement a grant program (see Goal 1, Strategy 1B)				

**Strategy 3: Support BG Checklist Revisions to promote reduced site impacts/footprint**

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
1. Participate in multi-family BG checklist development	Q2 2006- Q1 2007	Part of Built Green FTE	PS	Checklist includes credits for reduced impacts/footprint

**Goal 5: Equity**

**Strategy 1: Educate affordable housing developers about benefits of GB and assist implementation.**

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
Direct training to developers/authorities- Built Green, Affordable Housing Conf., WA Affordable Housing., etc.	2007	TBD	PS	Number educated; Number of units built to green standards

**Strategy 2: Assist affordable housing/ community facilities in obtaining financial and technical resources.**

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
1. Incentive Program (See Goal 1, strategy 1B)				
2. Provide information on available grants to affordable housing community	Ongoing	30 hours/yr.	KS	
3. Provide technical assistance to affordable Housing developers	Ongoing	Built Green/DDES FTE	PS/KS	

**Goal 6: Increase CDL diversion rate.**

**Strategy1: Promote building practices that conserve materials**

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
1. Promote Built Green	Ongoing	Built Green FTE	PS	Number of BG homes
2. Participate in multi-family BG checklist development	Q2 – Q4	Built Green FTE	PS	Checklist includes adequate credit for building methods that conserve materials.
3. Work w/ BG, UG, AIA, AGC to provide and promote education in reducing waste (Site tours-builders; PowerPoint- architects)	Q3-Q4	PS- Built Green FTE 60 hours	PS (Team assists) KD/Consultant	Number of classes, attendees
4. Research 'LEED for manufacturers' and other avenues to educate suppliers/local manufacturers	Q2-Q3	10 hours	PS	Recommended approach and plan for 2007.

**Strategy 2: Provide methods to maximize value in collection and processing**

<b>ACTION STEPS</b>	<b>TIME FRAME</b>	<b>ESTIMATED RESOURCES</b>	<b>PERSON (S) RESPONSIBLE</b>	<b>METHODS OF EVALUATION</b>
1. CDL reporting on Web	Ongoing	40 hrs/yr	KD	Maintain current data on Web
2. Publicizing (e.g., MBA News, Finer Home and Bldg., Builders News).	Q2-Q3	24 hours	KD	Number of publications/ impressions.
2. Leverage information with haulers by creating and distributing information sheet.	Q3-Q4	32 hrs 6 hrs	KD PS	Number of contacts.
3. Modify sheet for cities program piece	Q3	8 hours	KD	Produce deliverable on schedule.
4. Integrate into demolition permit package at DDES	Q3	6 hours	KS	Information provided as part of package.
5. CRD Update- Updated map locations; evaluate/improve format and content	Q2-Q3	60 hours	KD	Demand for CRD
6. Update DDES display with CDL info and map	Q3-Q4	80 hours 40 hours	KS CM	Customer feedback, number of brochures or guides distributed at DDES
7. Incorporate CDL recycling language into KC Project Specs. Coordinate with Wood Markets team.	Q2 2006 to Q3 2007	80 hours 32 hours	KD BH	Becomes standard language (preferred) or number of projects incorporated (interim)

**Strategy 3: Develop public policy that further promotes/ requires CDL recycling**

<b>ACTION STEPS</b>	<b>TIME FRAME</b>	<b>ESTIMATED RESOURCES</b>	<b>PERSON (S) RESPONSIBLE</b>	<b>METHODS OF EVALUATION</b>
1. Lead Comp Plan process for CDL Recycling Requirements	Q2 2006 to Q1 2007	16 hours	BH	
2. Research model ordinances and methods; evaluate and select approach(es)	Q2	20 hours 10 hours 10 hours	BH KS KD	Meet deadline
3. Consult w/ SWDMT, cities (MSWAC) SWAC	Q3	10 hours	BH	Approval
5. Develop Comp Plan section	Q4 (early)	18 hours	BH	Meet deadline
6. Reviews/revisions	Q4 (late)	8 hours	BH	Approval

**Strategy 4: Evaluate effectiveness of existing contract with respect to possible amendments or changes in CDL policy**

<b>ACTION STEPS</b>	<b>TIME FRAME</b>	<b>ESTIMATED RESOURCES</b>	<b>PERSON (S) RESPONSIBLE</b>	<b>METHODS OF EVALUATION</b>
1. Coordinate with Pam Badger	Q2	4 hours	KD/PB	Meet deadline
2. Evaluate current performance	Q2	10 hours	KD/PB	Meet deadline
3. Make recommendations	Q3	10 hours	KD/PB	Meet deadline- peer review
4. Buyoff from SWDMT/MSWAC	Q3	4 hours	KD/PB	Meet deadline
5. Develop Comp Plan write-up	Q4	24 hours	KD/JN	Meet deadline- peer review
6. Implementation	TBD	TBD	KD/PB	Acceptance, improved recycling rates and/or higher use of materials.

**Strategy 5: Develop recommended programs to reduce transfer station handling of CDL as waste**

<b>ACTION STEPS</b>	<b>TIME FRAME</b>	<b>ESTIMATED RESOURCES</b>	<b>PERSON (S) RESPONSIBLE</b>	<b>METHODS OF EVALUATION</b>
1. Research division policy, external programs and current planning for Transfer Stations (meet w/ Josh)	Q2	16	KD	Meet deadline
		16	JN	
2. Evaluate options	Q2	16	KD	
		8	JN	
3. Make recommendations; Coordinate with Wood Markets team and other interested parties	Q2	8	KD	
		4	JN	
4. Buyoff from SWDMT; MSWAC; SWAC; Sub Cities	Q3	8	KD	
		8	JN	
5. Develop Comp Plan write-up	Q4	32	JN	
6. Implementation	TBD	TBD	KD	
			JN	

**Goal 7: Buildings are designed, constructed and used to maximize material life cycles**

**Strategy 1: Promote utilization of salvaged and reusable materials from buildings**

ACTION STEPS	TIME FRAME	ESTIMATED RESOURCES	PERSON (S) RESPONSIBLE	METHODS OF EVALUATION
1. Deconstruction classes for county PM's and crews.	Q2	20 hours	KD	Number of classes, attendees, feedback
2. Deconstruction classes for AGC/MBA	Q4; Q1 2007	40 hours	KD	Attendees, feedback
3. Project assessments and technical assistance for county/cities	Ongoing	120 hrs/yr.	KD/Consultant	Number of projects; amount reused/salvaged
4. Develop/disseminate model specs for deconstruction (similar to CDL- see Goal 6 Strategy 2)	Q2-Q4	40 hours Green Team FTE	KD BH	
5. Develop/disseminate deconstruction guide	Q3-Q4	60 hours	KD	
6. Partner with Seattle's efforts	Ongoing	24 hrs/yr	KD/KS	# of joint programs/efforts
7. Research tax issues associated with deconstruction	Q4	24 hours	KD/Consultant	Develop Findings
8. Make recommendations/Disseminate	Q4	8 hours	KD/Consultant	Meet deadlines
9. Develop case studies for selected projects	Ongoing	40 hrs/yr	KD/Consultant	Number of studies; quality
10. Demonstration project and study –Greenbridge	Q2-Q4	140 hours	KD	Completion; case study
Outreach to KC PM's on RE Store contract- recruit 4 projects	Q2-Q4	60 hours	KD	Number of PM's contacted; 4 projects recruited

**Strategy 2: Promote ZWR concept in construction (incorporate into site development)**

*Combined with Goal 6, Strategy 1 above.*





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**King County**

Department of  
Natural Resources and Parks

**Solid Waste Division**

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